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25 YEAR RE-REVIEW

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MEMORANDUM FOR: HON. ALLEN W. DULLES, DIRECTOR, CENTRAL INTELLIGENCE

SUBJECT: Organization of Central Intelligence Agency

1. In accordance with your directions there is submitted herewith a proposed organization of the Central Intelligence Agency. In view of the fact that I feel that certain regroupings and reallocations of responsibilities require early, if not immediate, attention this report is submitted for your consideration prior to completion of my orientation in the Agency.

2. Attention is invited to the charts accompanying this memorandum which set forth, in general, the responsibilities of the Director of Central Intelligence, and the instrumentalities through which these responsibilities may properly, adequately and efficiently be discharged.

3. It will be noted that the responsibilities of the Director of Central Intelligence are divided into two separate and distinct groupings, and that the discharge of these two groups of responsibilities is effectuated through two Deputies. One of the Deputies is responsible for the production of finished Intelligence and for all administration and training, less that specifically charged to the Clandestine Services functioning under the other Deputy. This latter Deputy, under the Director, is responsible for all operational functions of the Central Intelligence Agency.

4. It is a fundamental of sound organization that no executive should have less than three nor more than five subordinates reporting directly to him in an administrative and command chain. This principle is violated in the case of the senior Deputy, in that six "boxes" are shown in his direct chain of command. However, since one of these "boxes" is that of Intelligence Coordination, primarily a secretariat for the Intelligence Advisory Committee, this grouping is felt to be justified.

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5. The purpose of this proposed regrouping of duties and responsibilities is to provide the Director of Central Intelligence with the mechanism whereby he can discharge his tremendous responsibilities, yet, at the same time, free him from the enormous personal administrative burden now imposed upon him. The Director will have just four individuals reporting directly to him through whom he will discharge his responsibilities. These are: (a) his personal Secretariat, (b) his Inspector General, (c) his Deputy charged with the production of ALL Intelligence, and (d) his Deputy charged with directing the operational functions of Central Intelligence Agency, as distinct from the Intelligence production functions with which the Director is charged.

6. Under the senior Deputy are grouped, as previously indicated, all non-operational functions. These include the following divisions: (a) Research and Reports, (b) National Estimates, (c) Intelligence Coordination, (d) Scientific Intelligence, (e) Current Intelligence, and (f) Administration and Training.

7. Under the junior Deputy are grouped all operational functions of the Agency. These include the following divisions: (a) Communications, (b) Technical Services, (c) Covert Operations, and (d) Overt Operations.

8. Attention is invited to the fact that under the divisional groupings enumerated in Paragraphs 6 and 7 there is a further breakdown, along functional lines. It is felt that no further breakdown should be indicated, but that the individuals heading these various divisions should be permitted a reasonable time in which to organize their divisions as they see fit. They might, within three months, then be inspected by the Director, the Inspector General and the Deputy to whom they are responsible and be required to justify their organization from the standpoint of functional efficiency and economy of personnel and funds. Such inspections should be made again after an elapse of six months, and annually thereafter.

9. The Agency appears to be grossly over-staffed and over-administered. In fact, I am astounded at the number of personnel whose sole duty is administration in one form or another, and equally amazed at the amount of time spent on administration all along the chain of command. I am confident that imposing savings in both numbers of personnel and in funds can be made if an organization along the lines proposed is adopted and the Deputies held strictly accountable by the Director.

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10. You will observe that the proposed organization embodies a change in titles from that now employed. At present, we have in the Agency two Directors (one bearing the title Director of Training), four Deputy Directors (one being the Deputy Director of Central Intelligence), nine Assistant Directors, and an "epidemic" of Chiefs, many of whom are staff officers only, yet inject themselves into the chain of command. Under the proposed organization there would be only one Director, two Deputy Directors, ten Chiefs, and an indeterminate number of Vice-Chiefs. This titling will, I believe, conform more nearly to sound organizational procedures, and vest in the individuals prestige conformable to their responsibilities.

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Retirement of Gen. Clarke

Brig. Gen. Carter Weldon Clarke, who retires Tuesday after 39 years of continuous service in the Army, will be



honored by a retirement review and ceremony Sunday at Fort Myer.

General Clarke, a native of Smithland, Ky., became a private in the Kentucky National Guard in 1915.

Gen. Clarke

Although his basic branch of service was the Signal Corps, much of his work has been in intelligence.

During World War II, he was one of the Army's outstanding operators in that field and held many top positions, including that of chief, War Department Security Division.

During the 1944 presidential campaign, General Clarke was the confidential courier employed by General Marshall to transmit the now famous Dewey-Marshall correspondence regarding the Pearl Harbor investigations. Earlier, General Clarke conducted three special investigations of the Pearl Harbor attack for Chief of Staff Marshall prior to Army-Navy and congressional investigations.

From 1950 to 1953, he served as commanding general, Southwestern Command, Armed Forces, Far East. On June 25, 1952, the second anniversary of the start of the Korean War, he was the victim of an acid-throwing incident by Korean and Japanese Communists at Suita, Japan. He received burns on the face and chest which resulted in his hospitalization for several weeks.

His most recent assignment was in the office of Chief of Staff here. After retirement Tuesday, General Clarke plans to remain in Washington, where he lives with his wife at the Westchester Apartments.

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